

22 July 1974



MEMORANDUM FOR: George Carver

SUBJECT : The Director's Query Concerning
External Research

1. I understand that the DDI, which had the action on the Director's 3 July query on external research, has already sent up a memorandum on this subject. It is one, however, on which I have rather strong views and I would like to take this opportunity to express them.

2. Participation in external research activities over many years has convinced me that the foreign affairs community overall has gotten very little for its money. Useless projects, of which there are an astounding number, fall into the following categories:

a. Large-scale exercises in the social sciences, usually contracted out to organizations with heavy overhead charges. These, as Mencken said of theology, describe the unknowable in terms of the not worth knowing.

b. Standard examinations of researchable problems by organizations using government funds to hire researchers with no background in the subject who prepare their studies by using government files and interviewing government analysts, who could have done a better job in the first place and who are distracted from their own work while serving the contractor.

c. Solid research analyses of little or no relevance to policy problems because they take too much time to prepare, are written by people far removed from the policy process, and are even longer than the in-house studies policy makers don't have time to read.

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d. Excellent papers done by thorough scholars using all available classified and unclassified data which, because of the limitations of the data, add nothing to our knowledge and could have been done in-house cheaper and faster.

3. I would set against these useless activities (which proliferate because people have to dream up projects in order to comply with the requirement to spend money) others that over the years have seemed to me to give us some useful return for the XR dollar.

a. Hiring as "consultants" people of exceptional qualifications, for one reason or another not available on a full-time basis, to come in either part-time or for limited periods to participate in the regular work program. In INR this use of XR money has helped overcome budgetary rigidities and stringencies and produced papers of which one can at least say that they have been as useful as most of the rest of the Community product.

b. Projects in which the contractor develops a data base which did not exist before. These are very few and far between; the RAND motivation and morale project is the prime example.

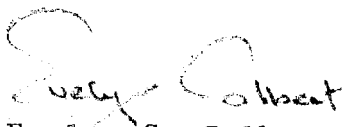
c. Getting outside scholars in for seminars on some topic of current interest. This helps the academic experts to feel that the government is really interested in their views and the government analysts to feel that they are in touch with important people in the outside world, both useful objectives. It can, though it does not always, serve as a mind-stretching exercise for both sides.

4. My own view has long been that External Research money would be better spent if -- paralleling some programs in the physical sciences -- much less of it were devoted to the proliferation of papers and much more to

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the training and development of foreign affairs specialists. INR has recently gone some way toward this approach. Having put out queries to a number of universities as to how they would strengthen their work on US/Soviet relations if they had more money, it has accepted proposals from Harvard and Yale. Harvard will use \$60,000 to produce a series of papers and run off a series of seminars, both of which will involve interaction between government and academic people. Yale will use its \$60,000 to help Fred Barghorn keep on with his studies on Soviet dissidents. This useful idea unfortunately is probably not one that CIA could adopt with any success.

5. As to the role of the NIO in any new external research activity in which the Agency may engage, it seems to me that it should be no different from the role of other Agency senior area and functional specialists -- the right to help shape and pass on projects but not the obligation to become entangled in the bureaucratic process.


Evelyn S. Colbert
NIO/Japan

74-205373

DDI-2131-7A

15 JUL 1974

Noted by DCT
8/15/74

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : The External Research Coordination Structure

1. On 3 July 1974 you asked for comments about CIA's participation in the Under Secretaries Committee/Foreign Affairs Research program. I have reviewed the record of our participation and can report the following with respect to your specific questions:

a. "Whether we should not take a more positive position as a member" of the coordination structure?

(1) From the inception of the program (NSDM 98, February 1971) CIA has been considered an observer rather than a member. (Attachment A is a chart of the USC/FAR organizational structure) The principal advantage of observer status is that we do not have to report on in-house research programs, the use and management of our research products, or on our research capabilities and limitations. This is an obvious advantage for the Agency, given the ready availability of FAR materials to anyone who wants to see them. For this reason alone, I do not believe that it is in our interests to change our role. Observer status also minimizes our commitment of manpower to a potentially extremely bureaucratic activity. CIA does participate as follows:

Ames

✓ -- Our representatives attend all USC/FAR plenary sessions.

✓ -- Agency representatives (See Attachment B) serve on the nine functional and geographic Consultative Groups. I note, however, that these representatives often report back that while their meetings offer good opportunities to make professional contact, the business of coordinating external research is not very successful. The agencies hesitate to give up any program autonomy, and they are often unwilling to reach joint agreements on the design and funding of research.

-- CIA provides contract research data for inclusion in the Annual Consolidated Research Plans, which are sent to the President. The projects which we report are only those involving social-behavioral sciences (See Attachment C).

b. "Whether we should not think of a more vigorous use of external social science research ourselves?"

✓ (1) In truth, for most subjects of foreign policy interest, the Agency can field very respectable research talents. Going outside for help can complicate and slow our work. Nonetheless, certain kinds of studies can be aided by outside contractors, and in some cases we simply have no specialists of our own to do a job.

✓ (2) We have already begun to expand the Directorate's general external research program. For FY 1976 OCI and OPR have suggested new projects -- totaling [] -- along the lines I believe you have in mind. OCI has asked for [] for continuation of its new program of using methodology consultants from local research centers to assist current intelligence analysts on short-term tasks. OCI will also want to spend [] in FY 1976 for the development of quantified data bases so that political data can eventually be formatted for computer manipulation and use by the desk officer. OPR's external research program calls for [] to conduct a project on the question of future Soviet leadership, utilizing outside talent and experience on this subject,

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plus about \$ [] for a number of short-term research projects where uniquely qualified consultants can provide the special techniques or expertise required. In addition, right now OPR is brokering the funding of a [] study on Yugoslavian Military Elites which is of interest to John Whitman. Thus far, only the DDI and General Graham have agreed to share the funding, although the NIOs also should probably carry some of the fiscal responsibility for it.

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Excellent
✓ (3) In addition to formal external research contracts, since 1966, the DDI Coordinator for Academic Relations has maintained regular liaison with a notable group of experts on Chinese and Soviet affairs. We have conducted regular seminars on subjects of interest to foreign policy-makers. In each case a few of our best analysts have exchanged thoughts with selected groups of scholars. Occasionally, we informally read scholarly works before they are published, and some of our analysts are contributors to anthologies written by our seminar friends. In the coming years we intend to expand our list of regular contacts to include additional disciplines, so that we can address transnational issues. We draw some intellectual guidance and sustenance from this program at a cost much below that of a formal external research contract. *Ames*

c. "Whether the NIOs should not be fitted into the process somehow?"

✓ (1) The NIOs can already profit from the published reports of USC/FAR. They could also suggest research projects through CIA's representatives, although the suggesting Agency usually pays.


(2) As to the general subject of contact with academicians, []

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[] John Whitman offered the lead-off remarks on detente. I note that Evelyn Colbert has begun to put together a Moscow-Peking-Tokyo Colloquium for September. A number of DDI analysts have participated in her planning, and a number of our academic relations contacts are on her list of prospective participants. An event like this could stimulate more good work internally and externally than any contract could.

2. In sum, I think our participation in USC/FAR is about right, and I intend to encourage the use of external research where it is most useful. I also hope that the NIOs and the DDI academic relations program can work closely together in the future. We will look foolish if we regularly meet the same specialists on similar subjects and show no evidence of internal coordination.

Agree


PAUL V. WALSH
Associate Deputy Director
for Intelligence

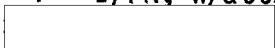
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Attachments:

- Tab A. Organization of the Subcommittee on Foreign Affairs Research (USC/FAR)
- Tab B. USC/FAR Consultative Group Representatives
- Tab C. CIA Projects Reported to USC/FAR

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OPR  (15 Jul 74)

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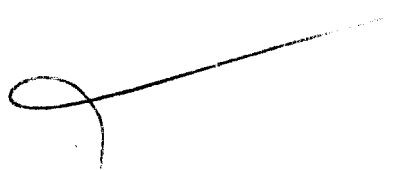
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SUSPENSE

Date

Remarks:

An excellent response.
Many thanks for it and the
good work + good sense
it reflects -



DCI/DDCI

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<p align="center">CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP</p>					
TO	NAME AND ADDRESS		INITIALS		DATE
1	The Director		8/15/74		WCL/blp
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FROM: NAME, ADDRESS AND PHONE NO.					DATE
Associate Deputy Director for Intelligence					7/15/74
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MEMORANDUM FOR: John

[] (ODDI) called on 21 Aug 74 to say that Mr. Paul Walsh has appointed you as the new rep to the USC/FAR for CIA, vice Hal Ford. FYI -- in the past, [] was the main participant in this program (i.e., meetings, etc.) -- should you have any questions etc re the same, I'm sure she'd be happy to oblige. Happy Day!

dottie
22 Aug 74

PS: Attached are a few pieces that may be useful reading. There will a meeting on Tues.
27 Aug. at State. You might want to check w/

TRANSMITTAL SLIP		DATE
		22 July 74
TO: 		
ROOM NO.	BUILDING	
3E58		
REMARKS:		
FROM:		
Evelyn S. Colbert, NIO/JP		
ROOM NO.	BUILDING	EXTENSION
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1	D/PR/Mr. Lewis Lapham 3E58, Hqs.		22 Jul 74		
2	ADDI/Mr. Paul V. Walsh 7E44, Hqs.				
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6	DDI/CAR/ 3E58, Hqs.				
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Remarks: Lew/Paul -- Please note the attached thoughts from Evelyn Colbert to George Carver concerning Mr. Colby's interest in greater participation in the external research program at the State Department. Without any collusion whatsoever, Evelyn and I have reached many of the same conclusions. Her experience with external research at State has apparently been quite extensive.					
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